




Denver Service Center

Annual Report Fiscal Year 2015



*Front and back covers:
Theodore Roosevelt Home, Sagamore
Hill National Historic Site. Photo
courtesy Anna Wesolowska, John
G. Waite Associates, Architects. The
Denver Service Center worked on the
rehabilitation and preservation efforts
for this home, constructed in 1885.*

*Page 2 and 3:
Flight Path Walkway, Flight 93
National Memorial. The Denver Service
Center continues to provide project
management and contracting services
for the Flight 93 National Memorial.
The Memorial has been developed in
cooperation with Flight 93 Memorial
staff, the NPS Northeast Regional
Office, the National Park Foundation,
Families of Flight 93, Friends of
Flight 93, the Commonwealth of
Pennsylvania, Flight 93 Advisory
Commission, and many other
stakeholders. The Flight 93 Memorial
Visitor Center opened to the public
on September 10, 2015. NPS/Brenda
Schwartz photo.*



Letter from the Director

The Denver Service Center is the central planning, design, and construction project office for the National Park Service. We provide park and community planning, design and construction project management, transportation planning, contracting services, and technical information management for the parks and regions in the national park system.

I am honored to have been selected as the next Director for the Denver Service Center. It is a privilege to work for the National Park Service and the American people to preserve our shared heritage.

The Denver Service Center is proud to support the National Park Service Centennial Initiative, a multi-year effort supporting the preservation of America's natural, cultural and historic treasures, investing wisely in the National Park System's assets, expanding the use of parks for informal learning and recreation, engaging 600,000 volunteers, and enhancing the National Park Service's ability to leverage partnerships to accomplish its mission. *The goal of the National Park Service Centennial is to connect with and create the next generation of park visitors, supporters, and advocates.*

This report highlights some of our outstanding projects and accomplishments from fiscal year 2015 (FY 2015). We welcome your feedback as we work collaboratively to move the National Park Service into its next century.

Ray Todd
Director, Denver Service Center



Mission of the National Park Service

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

*George Rogers Clark Memorial,
George Rogers Clark National
Historical Park. NPS photo.*

Awards

Washington Monument

Washington Monument Repairs
Engineering News Record – Mid-Atlantic
2014 Best Projects

National Mall & Memorial Parks

Lincoln Memorial Reflecting Pool and Washington Monument
American Council of Engineering Companies of
Metropolitan Washington
Grand Award, Design

National Mall & Memorial Parks

Lincoln Memorial Reflecting Pool and Washington Monument
American Council of Engineering Companies
2015 National Recognition Awards

George Rogers Clark National Historical Park

George Rogers Clark Memorial Renovation Project
Illuminating Engineering Society of North America
National Lighting Design Award

Olympic National Park

Elwha and Glines Canyon Dam Removal/Elwha River
Restoration Project
U.S. Society on Dams
2015 Award of Excellence

Olympic National Park

Elwha and Glines Canyon Dam Removal/ Elwha River
Restoration Project
Engineering News Record Northwest
2015 Best Project of the Year, Water/Environment

Independence National Historical Park

Merchants' Exchange Building
Pennsylvania Historic Preservation
Construction Award, Commercial Properties

Combined Federal Campaign

Gold Award

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About Us

BCS is a dynamic management consulting firm that provides innovative solutions to federal, state, and private-sector clients.

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01

Contracting Services



Small business owners and Denver Service Center employees talking at one of the DSC small business fairs. DSC hosts two small business fairs annually. NPS photo.



National Mall. Reconstruction project of center panels between Third and 14th Streets. Project includes installation of new irrigation and drainage systems. NPS photo.

The primary mission of the Contracting Services Division is to deliver efficient, innovative acquisition solutions and sound business advice optimizing resources, managing risk, and promoting project success.

The Contracting Services Division is a leader in strategic sourcing efforts, with numerous indefinite delivery / indefinite quantity (ID/IQ) contracts available for use by other NPS offices, bureaus, and agencies. In FY 2015, \$306 million in construction and services was awarded from all funding sources, including new award and contract modifications. Table 1 shows the dollars awarded from all contract actions and all fund sources for FY 2012 through FY 2015.

Figure 1 illustrates the number of contract actions handled by the division from FY 2012 through FY 2015. Transactions included design and construction services, purchase orders, and personnel support.

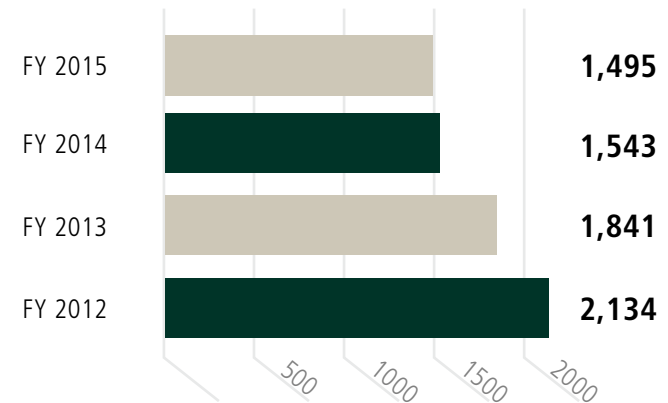
The Denver Service Center actively supports the socioeconomic program goals of the National Park Service and the U.S. Department of the Interior. A dedicated small business specialist assists project teams by identifying qualified small, small disadvantaged, HUBZone, woman-owned, and veteran-owned firms. The Denver Service Center hosts two mini-trade fairs, one for small business and another for service-disabled, veteran-owned firms.

Table 1. Contract Dollars Awarded, from All Fund Sources, FY 2012–2015

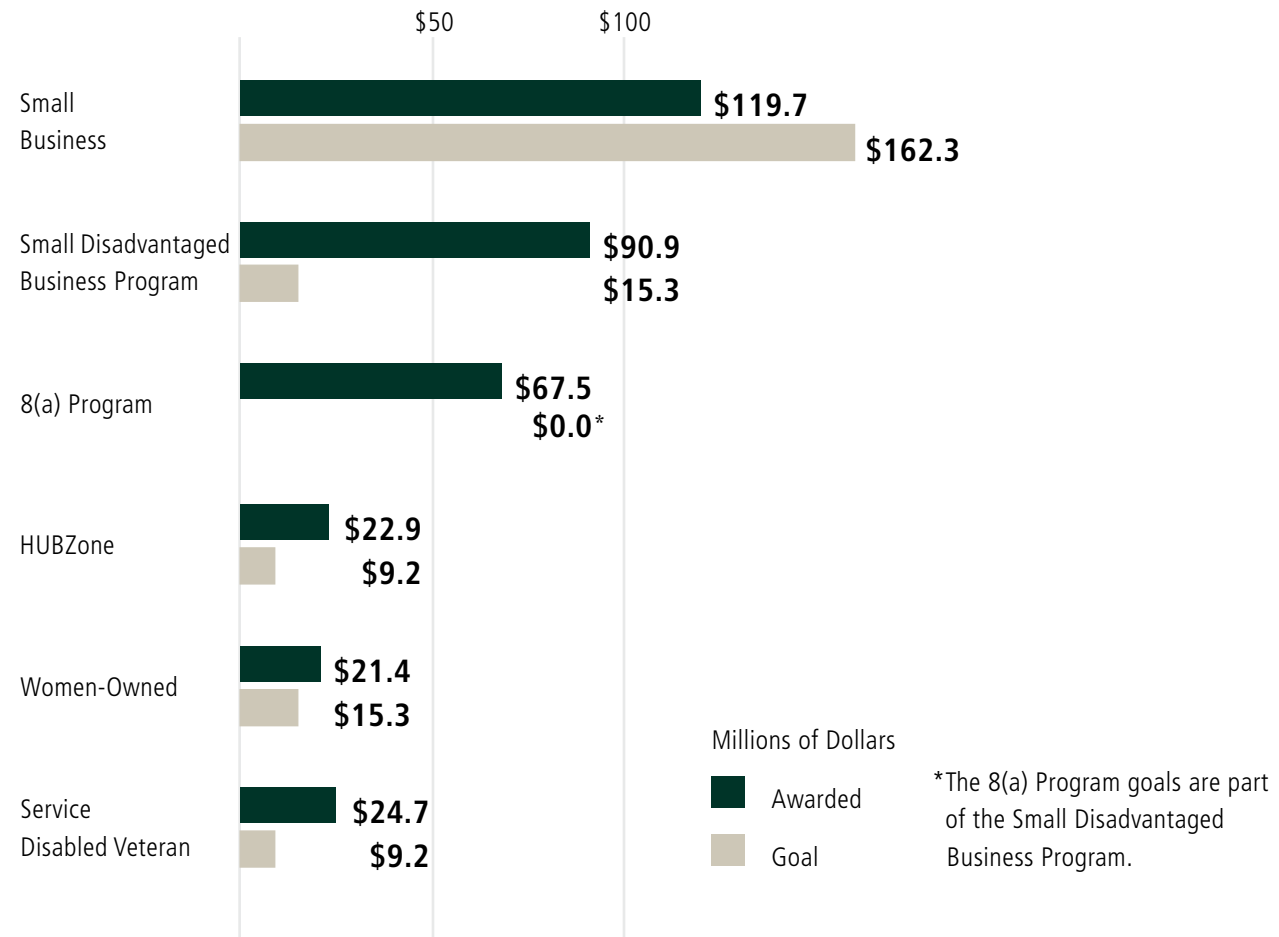
	FY 2012	FY 2013	FY 2014	FY 2015
A/E Services & Professional Services**	\$39.47	\$40.69	\$42.32	\$42.90
Construction	\$145.40	\$125.33	\$182.24	\$257.60
Simplified Acquisition	\$1.45	\$2.40	\$4.48	\$5.70
Other	\$21.05	\$0.00	\$0.00	\$0.00
Totals (millions of dollars)	\$207.37	\$168.42	\$229.04	\$306.20

**A/E Architectural / Engineering firms

Figure 1. Number of Transactions by Year, FY 2012–2015



**Figure 2. Contract Actions by Dollar Amount,
FY 2015 Small Business Contracting**



In FY 2015, the division awarded almost \$120 million in contracts to small business and socioeconomic program concerns. The division's small business goals and accomplishments for FY 2015 are shown in figure 2. In many instances, a small business award is credited to more than one subcategory within the socioeconomic program.



02

Design & Construction



Pullman Clock Tower and Administration Building. Pullman National Monument in Chicago, Illinois, was designated as a National Park Service site on February 19, 2015. The Denver Service Center is providing project management and contracting services for the development of the site and the renovation and repurposing of a historic structure into a visitor center for the monument. NPS photo.



The Design and Construction Division is responsible for the project management of line-item construction (LIC), park-funded projects, and large scale partnership projects. The division provides project management in design, construction, and post-construction for new and existing facilities, historic structures, and a variety of infrastructure systems.

The Design and Construction Division Technical Branch consists of senior design professionals and compliance specialists who provide quality assurance reviews and compliance oversight for divisional projects. In addition, the branch offers a wide range of design and construction support services to parks, regions, and program offices. The branch also maintains the DSC Workflows website, which can be found at: <https://www.nps.gov/dscw/index.htm>. This website provides guidance for architectural/engineering (A/E) and construction firms working on NPS projects, and is also use by NPS employees to access clear and timely guidance for project completion.

In FY 2015, the DSC Design and Construction Division managed 319 projects worth almost \$1.3 billion. Table 2 shows the program in both number of projects and gross dollars for FY 2012 through FY 2015. The Denver Service Center continues to support Hurricane Sandy Recovery projects, from design to construction and completion. Figure 3 shows the DSC Design and Construction program obligation rates for FY 2012 through FY 2015. Figure 4 depicts the LIC program awards for FY 2012 through FY 2015.

Figure 5 shows the architectural/engineering (A/E) design costs associated with the DSC portion of the LIC program and park-funded projects for FY 2012 through FY 2015. The DSC construction management costs associated with the LIC program for FY 2014 and FY 2015 are shown in figure 6 on page 15.

Apostle Islands National Lakeshore, Outer Island Lighthouse. The Denver Service Center worked to rehabilitate and restore this lighthouse, built in 1874. NPS photo.

Table 2. Design and Construction Program, FY 2012–2015

Project Title	FY 2012		FY 2013		FY 2014		FY 2015	
	Projects	Gross Dollars	Projects	Gross Dollars	Projects	Gross Dollars	Projects	Gross Dollars
Design	114	\$909,084,103	95	\$389,016,649	115	\$831,274,242	138	\$535,636,110
Construction	33	\$237,859,771	25	\$89,764,185	24	\$95,447,673	45	\$353,981,558
Warranty	61	\$389,204,448	57	\$387,510,635	40	\$216,326,415	39	\$166,076,073
Miscellaneous	11	\$13,673,266	8	\$28,326,736	21	\$30,050,688	13	\$13,069,746
Hurricane Sandy Recovery		—	73	\$221,855,225	81	\$213,999,562	84	\$198,324,763
Total Program	219	\$1.55 (billion)	258	\$1.12 (billion)	281	\$1.4 (billion)	319	\$1.27 (billion)

Figure 3. DSC Design and Construction Program Obligation Rates, FY 2012–2015

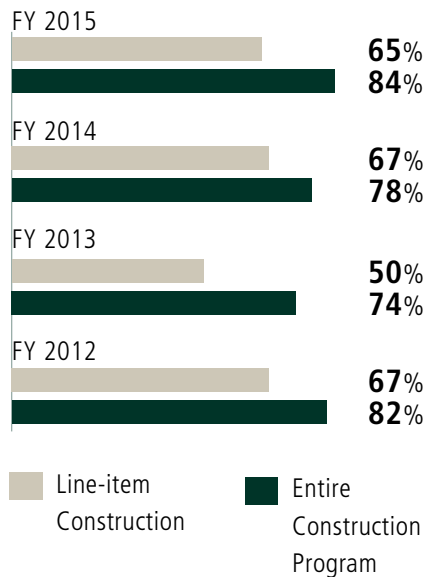


Figure 4. Line-Item Construction Program Awards, FY 2012–2015 (in millions)

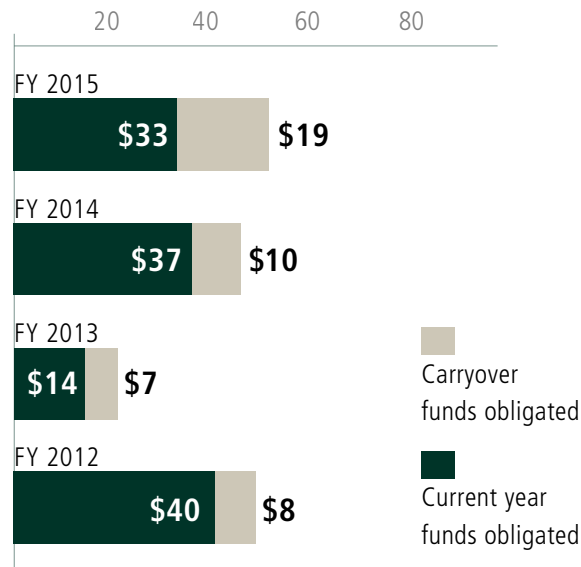
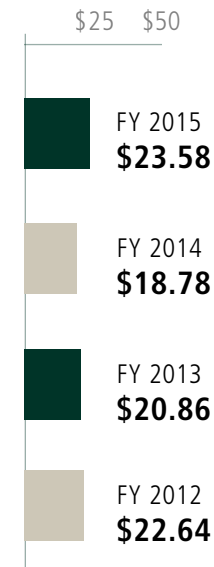


Figure 5. A/E Design Costs, FY 2012–2015 (in millions)



SUSTAINABILITY

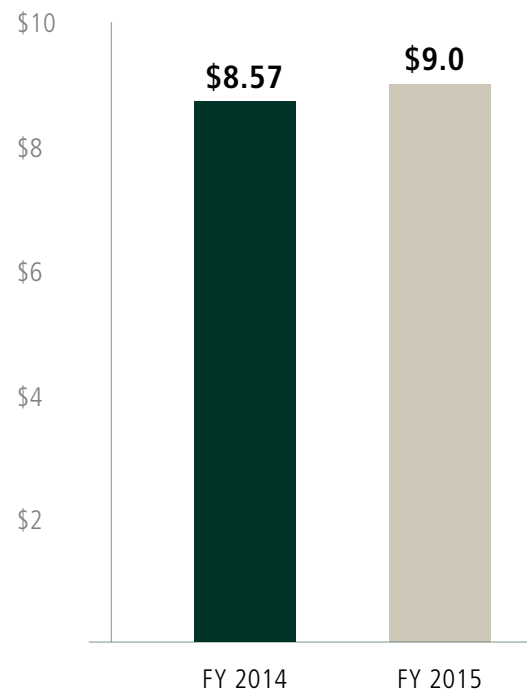
The Denver Service Center is committed to complying with and exceeding the requirements of Executive Order 13514, “Federal Leadership in Environmental, Energy, and Economic Performance,” and other federal sustainability requirements. All new DSC-managed building construction and major renovations meet federal sustainability requirements, and all new buildings larger than 5,000 square feet are designed and constructed to meet U.S. Green Building Council Leadership in Energy and Environmental Design (LEED®) standards for certification.

The Denver Service Center maintains the NPS Project Sustainability Checklist, which assists all project teams in tracking and analyzing sustainability standards throughout the design and construction management process. The NPS Project Sustainability Checklist (<http://www.nps.gov/dscw/publicforms.htm>) is used for both building and nonbuilding projects and is based on the LEED green building certification program, highlighting credit categories aligned with federal requirements. The checklist tracks progress throughout the project life cycle.



*Apostle Islands National
Lakeshore. NPS photo.*

Figure 6. DSC Construction Management Costs Line-Item Construction Program, FY 2014–2015 (in millions)



ACCESSIBILITY

The Denver Service Center is dedicated to making all DSC-managed projects universally designed and seamlessly accessible for all visitors and staff. All planning, design, and construction projects meet and exceed the requirements of the Architectural Barriers Act *Accessibility Standards*, Section 504 (program access), and Section 508 (electronic and information technology access) of the Rehabilitation Act of 1973. To meet the requirements of Executive Order 13548, “Increasing Federal Employment of Individuals with Disabilities,” the Denver Service Center assures visitor use areas and employee areas are accessible and provide connectivity to amenities so that employees with disabilities can fully participate in all programs.



WORKING WITH PARTNERS

The Denver Service Center supports the efforts of the National Park Foundation and National Park Service in advancing President Obama's Centennial Initiative for the 100th anniversary of the National Park Service in 2016. *The goal of the National Park Service Centennial is to connect with and create the next generation of park visitors, supporters, and advocates.* This is a multi-year effort to invest in national park system resources, including advancing public-private partnerships to enhance the national park experience for millions of visitors.

The Denver Service Center is proud to use its professional and technical expertise to support a number of partnership projects, including the CityArchRiver project. This \$380 million project will reinvigorate St. Louis by connecting the downtown area to the Gateway Arch and the Mississippi River. A majority of the project is being funded from donations from the CityArchRiver Foundation and a tax proposition approved by St. Louis voters in 2013. Great Rivers Greenway is serving as the steward of the taxpayers' investment in this project. The Missouri Department of Transportation, Federal Highway Administration, Bi-State Development Agency, and the Jefferson National Parks Association are also partnering and financially supporting this project.

The Denver Service Center will continue to work with partners, from friends groups and private donors, to state, local government, and other federal agencies. We value the shared support for the national park community.

Construction at Gateway Arch grounds, Jefferson National Expansion Memorial. The grounds surrounding the arch are being relandscaped as part of the CityArchRiver project in downtown St. Louis, Missouri. NPS photo.



03

Planning



Channel Islands National Park. The Denver Service Center completed the General Management Plan for this park in April 2015. NPS photo.



DSC PLANNING MISSION

The Denver Service Center Planning Division advances the stewardship of resources and visitor experiences by providing servicewide planning expertise and products for parks and programs.

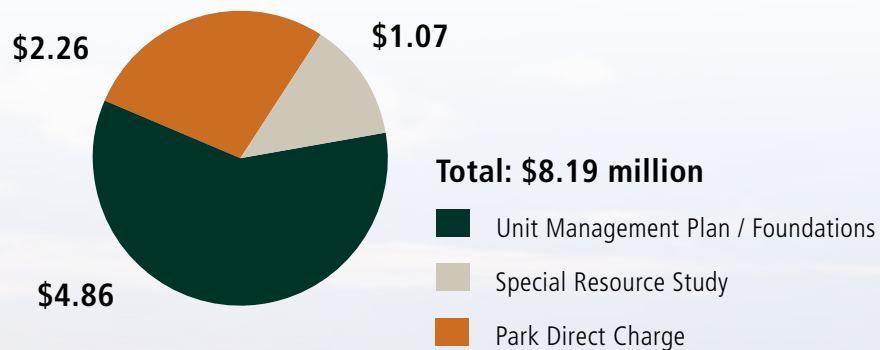
PLANNING SERVICES

In FY 2015, the division managed 368 projects valued at more than \$8 million with a 99% obligation rate. Figure 7 shows the total funds managed by the Planning Division in FY2015.

The Planning Division produces a wide range of planning documents and continues to expand the types of products and services it offers to better meet the needs of parks and regions. The planning division offers more than 50 types of products and services including: foundation documents; site-specific plans; general management plans; comprehensive river management plans; wilderness stewardship plans; national heritage area management plans; special resources studies; long range transportation plans; resource stewardship strategies; park, program, and regional strategic plans; wilderness character workshops; site-specific and parkwide accessibility plans; and visitor use plans.

Foundation documents are a part of the new park planning framework, an element of the vision derived from the Second Century Report, the NPS Call to Action, the NPS director, and the National Leadership Council. A foundation document describes the park's purpose, significance, and fundamental resources and values, interpretive themes, key issues, and an assessment of future park planning needs. The image to the left shows samples of foundation documents completed during FY 2015.

Figure 7. DSC Planning Funding by Fund Source, FY 2015 (in millions)



HIGHLIGHTS AND INITIATIVES

The Planning Division continues to support the National Planning Program's commitment to complete a foundation document for each unit of the national park system by the end of 2016. Thus far, DSC planners have led more than 70% of the foundation teams and the graphics and editing group has completed 100% of the publications tasks. At the end of 2015, 216 foundation documents were signed by regional directors and superintendents. In the park atlas program, 266 web-based GIS projects were completed by the end of 2015, 148 of which were done by the DSC-P GIS program.

The Denver Service Center Planning Division continued to coordinate and support the Resource Stewardship National Working Group in developing and refining the new Resource Stewardship Strategy (RSS) framework and development process. Four new RSS projects were initiated using the new national guidance.

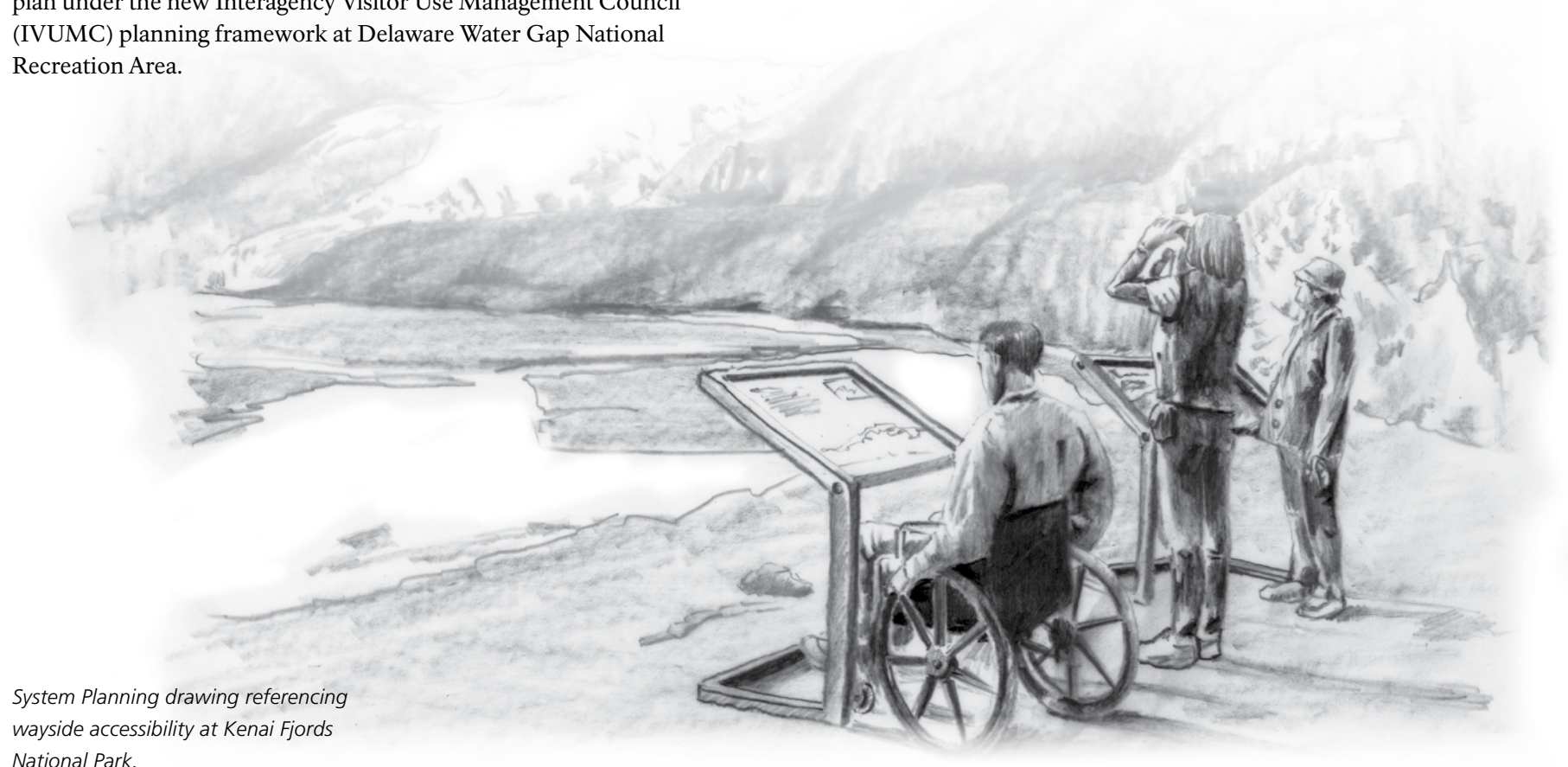
Moose-Wilson Corridor, Grand Teton National Park. The Denver Service Center is managing the Moose-Wilson Corridor Comprehensive Management Plan.

In FY 2015, the Planning Division increased accessibility planning services for parks, regions, and the Washington Office. The division provided program support and planning for nine Targeted Accessibility Improvement Program (TAIP) projects. The Denver Service Center also supported the Pacific West Region with the refinement of an accessibility planning toolkit; facilitation of interdisciplinary team workshops; accessibility assessments and production of 11 self-evaluation and transition plans.

The Visitor Use Management team provided technical support to more than 70 projects in FY 2015, including the first visitor use management plan under the new Interagency Visitor Use Management Council (IVUMC) planning framework at Delaware Water Gap National Recreation Area.

The VUM team also continues to provide leadership and technical support to the Interagency Visitor Use Management Council that is developing position papers and a visitor use management framework to be shared by six federal agencies, along with supplemental guidebooks on indicators and thresholds as well as visitor capacity.

In addition, the Planning Division is supporting an NPS steering committee to complete a comprehensive national park system plan, as called for in *A Call to Action #1: Fill in the Blanks*. The team has written a draft plan based on feedback received during internal NPS scoping efforts.



System Planning drawing referencing wayside accessibility at Kenai Fjords National Park.



04

Transportation



Great Smoky Mountains National Park, Foothills Parkway project. The Denver Service Center is working on the construction of 5 bridges, 1.3 miles of road, and several retaining walls to complete this project.

TRANSPORTATION CAPABILITY

The Transportation Division provides project management, landscape architecture, engineering, and natural and cultural resource expertise to transportation-related projects across the National Park Service. The division's primary role is to work directly with regions and parks in support of their transportation-related needs. In collaboration and strong partnership, the Transportation Division works with the Federal Highway Administration to deliver projects, providing added capacity for contracting support, transportation planning, design development, and revegetation planning and implementation. The division houses an experienced cadre of facilitators who lead workshops, value analysis and choosing by advantage processes, and a variety of planning and design charrettes to assist park managers in solving their transportation challenges.

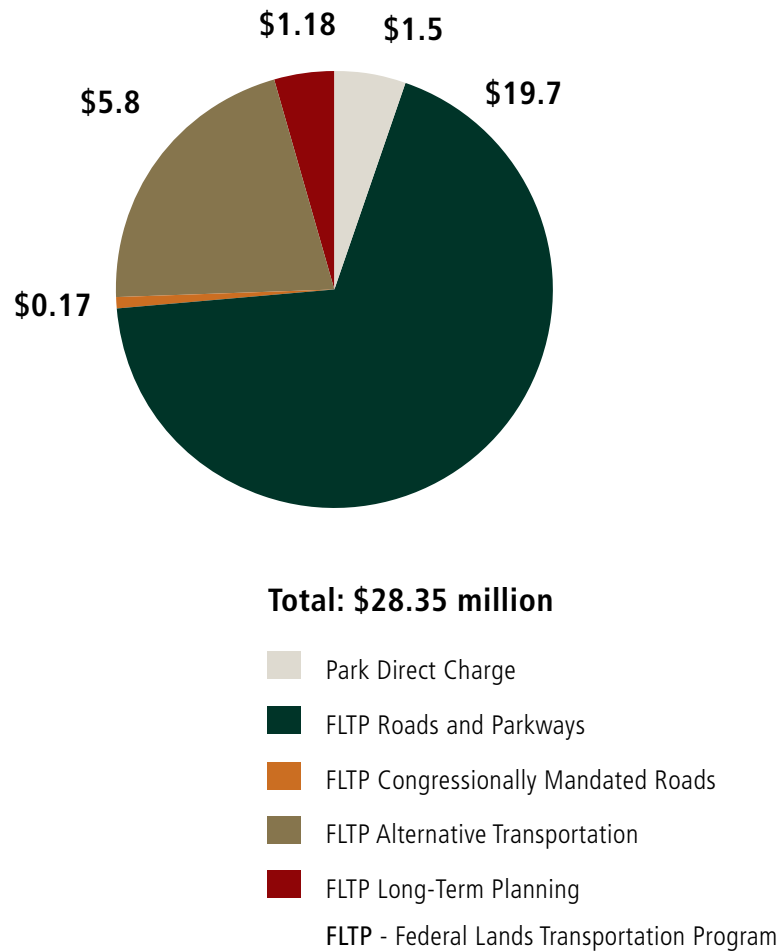
SUPPORT SERVICES

The National Park Service relies on the Transportation Division's revegetation expertise to assist in meeting its management policy goals by reestablishing native plant communities in areas of parks disturbed by construction activity. The division also houses compliance expertise for issues related to natural and cultural resource compliance on projects within the national park system to ensure that NPS commitments and the NPS mission are properly considered when transportation improvements are proposed.

Bryce Canyon National Park. The Denver Service Center completed the 5-mile Shared Use Path in FY15. The first mile of the path was a partnership project funded through the Federal Lands Access Program, with Bryce Canyon City, Dixie National Forest, and the Utah Department of Transportation.



Figure 8. Transportation Division Contract Obligations by Funding Type, FY 2015 (in millions)



TRANSPORTATION PROGRAM

In FY 2015, division staff worked on 358 projects valued at more than \$200 million, the majority funded through the NPS Federal Lands Transportation Program. Of that total, approximately \$28.35 million was delivered directly by the Denver Service Center, as figure 8 shows. The rest of the work was accomplished in coordination with the Federal Lands Highway Divisions of the Federal Highway Administration. In addition, the transportation division also supported \$25 million in Hurricane Sandy Recovery projects funded through the Emergency Relief for Federally Owned Roads Program. With the passage of the Fixing America's Surface Transportation Act (known as the FAST Act), the Transportation program will have an increase in funding for the next five years to support its transportation assets of NPS roads, bridges, and transportation systems.

SPECIAL PROJECTS

The Transportation Division is supporting Park Service efforts for one of the largest conservation projects undertaken in the United States, the restoration of the Everglades. Through a collaborative effort between the National Park Service and the U.S. Army Corps of Engineers, infrastructure improvements began in 2009 to restore flow through the Everglades by raising sections of the Tamiami Trail roadway that cuts through the Everglades. The next portion of the Trail reconstruction is made possible by a collaborative funding partnership with NPS, the U.S. Department of Transportation Federal Lands Highway Program and

Florida's Department of Transportation. The Florida Department of Transportation will lead the estimated \$97 million construction project to begin in July 2016 and scheduled to be completed by 2020. The new trail will raise a two-and-a-half mile section of U.S. Highway 41. For additional information about the Everglades Restoration project, please visit: <https://www.nps.gov/ever/learn/nature/upload/Hi-ResTTModsFactSheetMay2012.pdf>

Everglades National Park. NPS photo.





05

Information Management



Visitors enjoy the views at Rocky Mountain National Park. NPS photo.

The Information Management Division supports DSC projects and servicewide initiatives in project management control, document and records management, web design and maintenance, digital printing, information systems, employee development, and distance learning.

INFORMATION SERVICES

The Information Services Branch supports the technology behind many of DSC's key systems. Information Services provides server administration, application administration, and custom development. It also offers education, consulting, and governance covering the many information technology tools available to DSC employees and partners. Information Services is responsible for many different technologies and applications, but the core systems include Documentum, Project Server, SharePoint, and the Content Management System (CMS) behind most "http://nps.gov/" \t "_blank" nps.gov websites.

TECHNICAL INFORMATION CENTER

The Technical Information Center (TIC) is the central servicewide information management system for all NPS-generated planning, design and construction drawings and documents , and technical reports. The center provides research, discovery, and archiving assistance to parks and regions. The Technical Information Center is the oldest and largest information system in the National Park Service. The integrated documents and records management system provides access to and retrieval of items within the collection. The collection is available to NPS employees through eTIC at <http://etic.nps.gov>.

During FY15 TIC staff worked on projects with the National Capital Region (NCR) Lands, Planning, and Design group and the Northeast Region (NER) Northeast Museum Services Center. NCR drawings and targeted NER Cultural Resource Bibliography (CRBIB) documents were processed and an electronic copy made available through eTIC. As a result of these projects over 3,000 new records and files were added to the eTIC collection. These drawings and documents are now available to users for research and reference.

FY2015 PROJECT MANAGEMENT SUPPORT STATISTICS

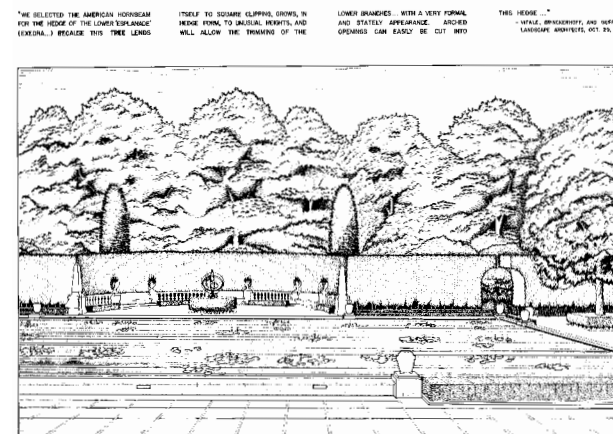
Projects tracked in Microsoft Project Server	1,675
Design and Construction projects tracked in SharePoint	345
Number of users accessing DSC Sharepoint	6,838

FY2015 TIC Statistics

Park units/offices assisted by TIC	450
Registered users in eTIC	3,877
eTIC views and downloads	15,000
Searches in eTIC	55,428
New records loaded into eTIC	4,075
Freedom of Information (FOIA) requests: with more than 2,500 responsive records released	15

Employee Development

Contracting Officer Representatives (FAC-COR)	137
Certified Program and Project Managers (FAC-P/PM)	40
Project Management Professionals (PMP)	57
Leadership in Energy and Environmental Design (LEED)	
Accreditations	27



Drawing from Meridian Hill Park, Rock Creek Park. From the National Capital Region collections. Digitized by DSC TIC staff. NPS image.



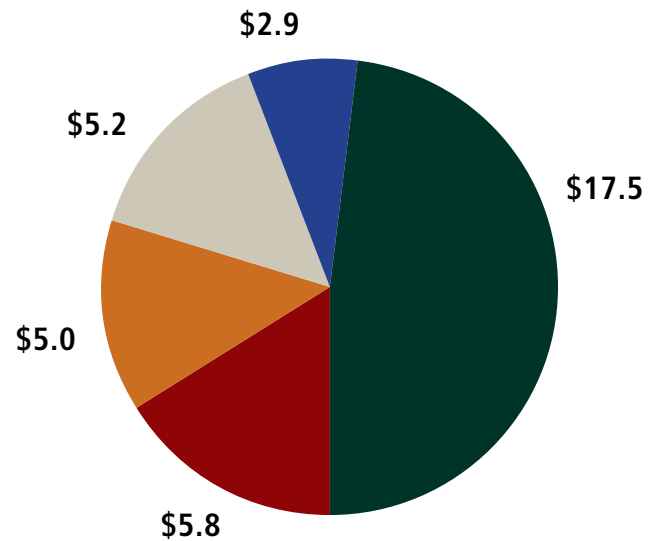
06

Budget & Financial Performance



Hurricane Sandy Recovery work, Gateway National Recreation Area. The Denver Service Center has managed more than 85 Hurricane Sandy-related projects valued at more than \$232 million. NPS photo.

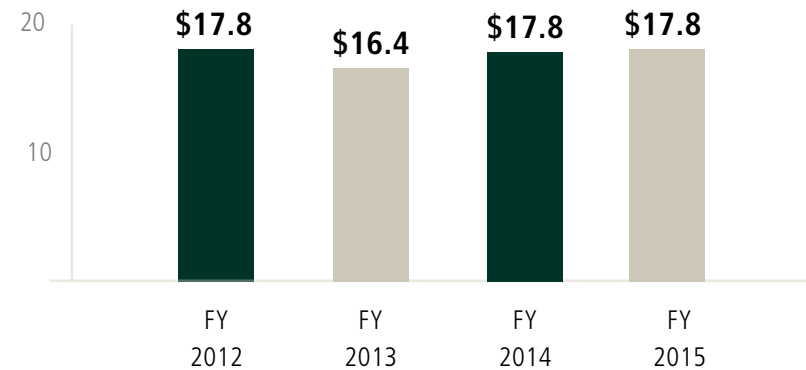
**Figure 9. Total DSC Operational Expenditures, FY 2015
(in millions)**



Total: \$36.4 million

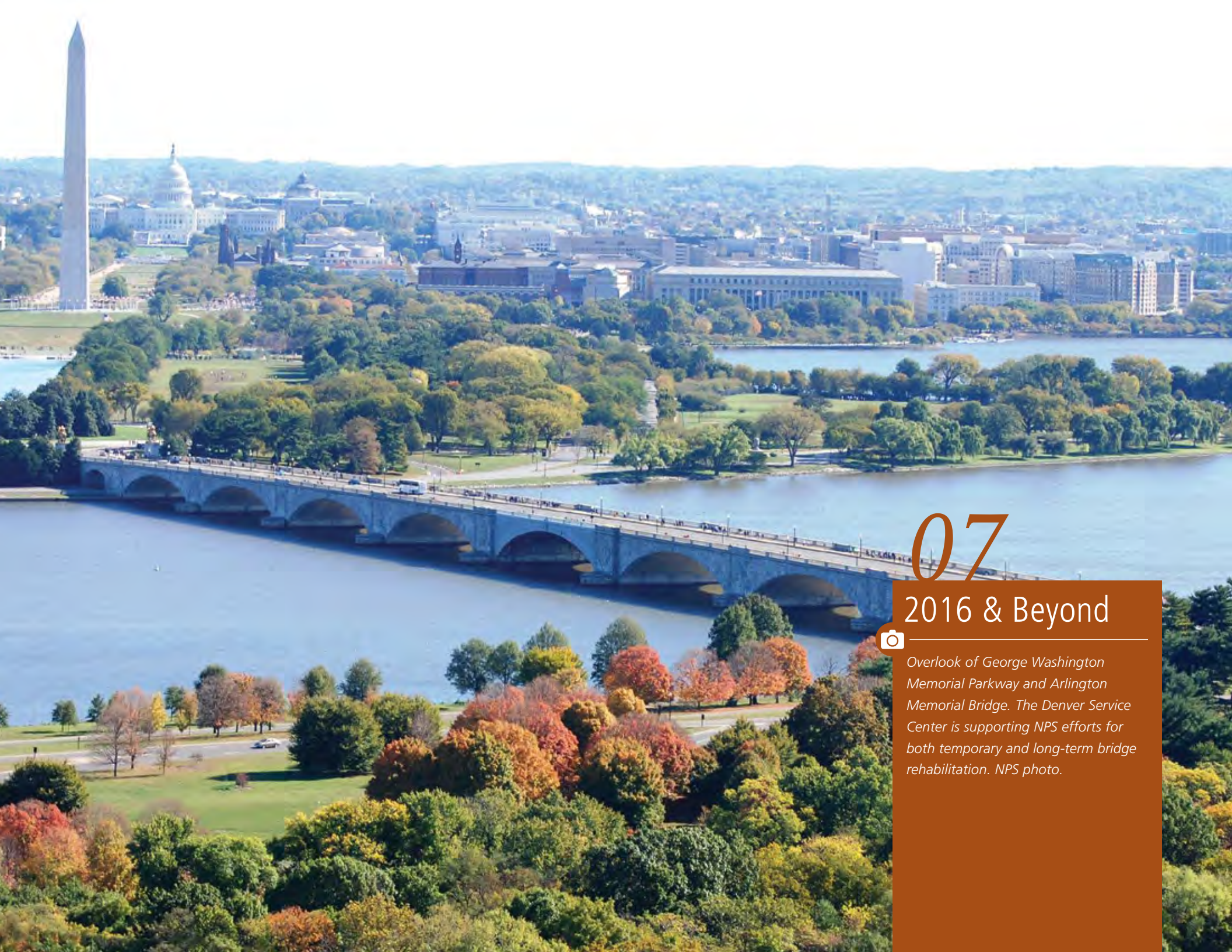
- Denver Service Center Base
- Federal Lands Transportation Program
- Planning
- Park Direct Charge
- Sandy Hurricane Recovery

**Figure 10. Appropriated DSC Base Funding,
FY 2012–2015 (in millions)**



The Denver Service Center is funded through appropriated base funding for its line-item construction, large-scale partnership project execution, and the NPS Technical Information Center. The Denver Service Center also receives additional project-based funding through other sources including the Unit Management Planning Program, Federal Lands Transportation Program, Federal Lands Recreation Enhancement Act, and individual refundable and reimbursable projects.

In FY 2015, DSC operational budgets totaled \$36.4 million, including \$17.5 million in base expenditures. Figure 9 shows a breakdown by funding source for total DSC operational expenditures for FY 2015. Figure 10 shows DSC appropriated base funding for FY 2012 through FY 2015.



07

2016 & Beyond



Overlook of George Washington Memorial Parkway and Arlington Memorial Bridge. The Denver Service Center is supporting NPS efforts for both temporary and long-term bridge rehabilitation. NPS photo.

The Denver Service Center continues to work on line-item construction, Hurricane Sandy Recovery, partnership, and park direct charge projects as we prepare for the National Park Service Centennial. We have been actively engaged with the NPS *A Call to Action* strategy and other Centennial-related initiatives, and we will continue our commitment to the Centennial and the mission of the National Park Service.

The Denver Service Center is looking forward to our continued involvement in major projects around the National Park Service, such as the National Mall Implementation Plan, CityArchRiver at Jefferson National Expansion Memorial, the Grand Canyon Transcanyon Waterline, the Arlington Memorial Bridge repair in Washington, DC, and Hurricane Sandy Recovery efforts. We continue to incorporate sustainability and accessibility into all aspects of our work, including guidelines, park planning, and design and construction.

The Denver Service Center looks forward to working with parks, regions, and partners to carry out the mission of the National Park Service to preserve unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. We welcome your input and look forward to your continued support of the National Park Service.

George Washington Memorial Parkway. NPS photo.





As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

EXPERIENCE YOUR AMERICA



Denver Service Center

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